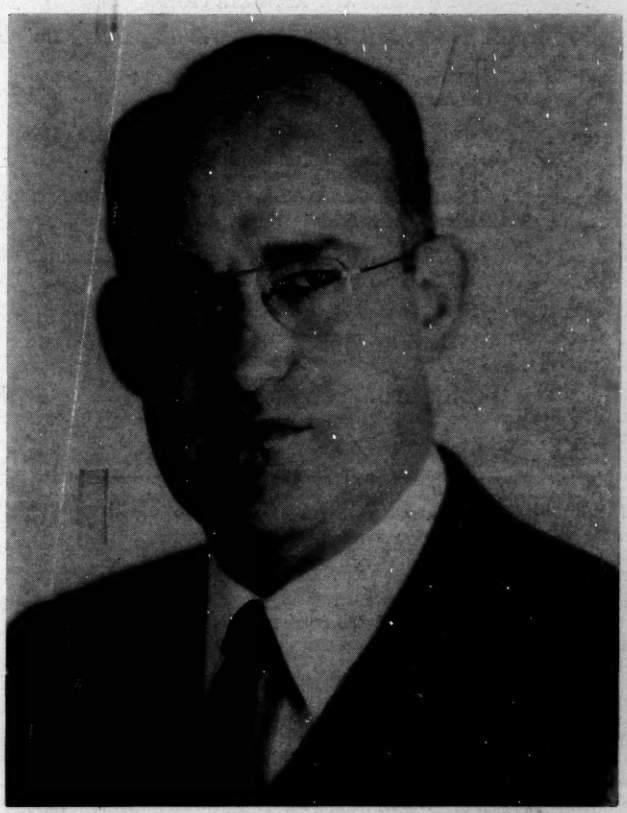
# THE JOURNAL

OF THE

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION

Volume 11 August, 1960 Number 4



*Donald E. Dickason*

**THE JOURNAL**

of the
College and University Personnel Association

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## FOREWORD

Seldom does a teen-ager feel that his life has been sufficiently long or eventful enough to warrant the writing of an autobiography. Although CUPA is a teen-ager, having been born just 14 years ago, it has had an exciting early life.

The preparation of this history of the first years of CUPA's life was primarily the idea of Diedrich K. ("Deed") Willers, Cornell University. During his administration as President, he proposed the idea; and having received the support of the membership, appointed a committee to consider and explore the proposal.

The members appointed to the committee were former officers of the Association, and a very cursory exploration of the idea opened an exciting vista to them.

The chairman, having broken down the gathering and writing of the original material, roughly according to function, found the making of assignments easy. Each committee member had served as an officer in charge of the area about which he was being asked to write. The assignments having been made, the finished material soon began flowing in to the chairman, because the writer had had so intimate a part in creating the events he was aiding in recording. No committee has ever been of greater pleasure to a chairman. Each of them deserves the greatest approbation of the membership for the contribution they have made individually to this history of our Association.

It is with pride that your committee to prepare a history of CUPA presents its work to the membership. We fully realize that this history has attempted to record only factual material, and that it does not include the many ancedotes and happenings which have so greatly enriched the memories of those members attending the annual meetings.

We might easily have started off with a story about Ruth Harris and Kathryn Hansen flying about Champaign and Urbana late on a Sunday evening in an attempt to supply the soap and towels which had been overlooked in making provision for the first meeting on a college campus; or of the failure of Marian Darr to find the committee engaged in writing the first constitution, because the attractions of the City of Chicago had dimmed her eyes. Instead, the committee confined itself to recording factual data, leaving to each of the members the right to retell, unrestrictedly, his own stories in future years, with the embellishments of his own active imagination.

The committee also realizes that this history covers only a comparatively short span of years; and, because we strongly believe that this Association will live for many, many years, and will grow in size and in professional importance, we recommend that preparations be made to extend this work from time to time so as to assure that, in the future, the membership will have a recorded history, as well as the memories of the individual members.

With pleasure and pride the committee presents this history of the College and University Personnel Association to you.

*Hedwin C. Anderson*
*Ruth E. Harris*
*Boynton S. Kaiser*
*Max M. Sappenfield,* Chairman

*August, 1960*

(*Editor's Note:* The Executive Committee, in approving the issuing of an account of the Association's founding and development as one issue of THE JOURNAL, gave the Editor the privilege of updating the manuscript. As a result, the original manuscript, as submitted by Max Sappenfield's Committee, has been edited somewhat, with additional information being included from files available to the Editor. While every care has been exercised to assure that the facts, as presented, are correct, any errors, omissions, or inconsistencies, should be brought to the attention of your Editor, who will, in turn, pass them on for the historical files of the Association.)

## NOTES & QUOTES . . .

"It was moved by Mr. G. W. Armstrong, University of Pennsylvania, seconded, and passed that: 'it is a consensus of opinion of this body that a national organization should be formed'." — Minutes of the First Annual Meeting, 1947.

"Mr. A. C. Marks, Iowa State University, spoke briefly regarding the name of such an organization. A general discussion which followed Mr. Marks' remarks, indicated that the name should not be restrictive and should be open to all business officers of educational institutions charged with personnel functions in their administration. It was moved by Mr. A. C. Marks, and passed, that the name, College and University Personnel Association, be adopted." — Minutes of the First Annual Meeting, 1947.

"Mr. Hedwin C. Anderson opened the morning session with the following remarks: 'The committee you appointed last spring to arrange this one-day conference has chosen the topic, 'Are Universities and Colleges Performing an Adequate Personnel Job?' because we believed it to be significantly provocative and inclusive to stimulate our thinking and discussion of sound personnel administration. It is my opinion that if we, who are here today, were asked the question 'Is your university or college performing an adequate personnel job?' we would, in all honesty, be forced to say 'no'." — Proceedings of the First Annual Meeting, 1947.

"Be It Resolved . . . That the Association particularly desires to express its sincere appreciation to Mr. Donald Dickason for the exceptionally able and unselfish leadership he has shown during the initial stages of organizing this Association." — Proceedings of the Second Annual Meeting, 1948.

"A small college nonacademic personnel program should try to emphasize comfortable wages, interesting and encouraging working conditions, and congenial and loyal workers in the essentially dignified task of maintaining and operating the institution." — Clarendon Smith, Business Manager, MacMurray College, Third Annual Meeting, 1949.

"I'm not going to make an inaugural speech, because up until a few minutes ago, I had no idea that I was going to be elected as President of the Association. As a matter of fact, when my name was announced, I was rather stunned; I still am." — George W. Armstrong, Director of Personnel, University of Pennsylvania, Third Annual Meeting, 1949.

(Continued on Page v)

**THE JOURNAL**

Vol. 11 August, 1960 No. 4

*CONTENTS*

| | Page |
|---|---|
| The College and University Personnel Association | 1 |
| Organization Of The Association | 1 |
| Constitution And By-Laws | 4 |
| "CUPA Newsletter" And THE JOURNAL | 13 |
| Studies And Publications | 14 |
| Office Of The Executive Secretary | 17 |
| Appendix | 19 |
| Notes & Quotes | iv |

"Our employees will note nor long remember what we sacrifice here, but the Administration can never forget what we report to them. It is for us, rather, to be devoted here to the program which the Presidents and the Boards of Trustees have thus far so nobly put upon us — from these vanished hours of tranquility before the altar of Personnel Service — we take increased devotion to the few peaceful hours remaining. We resolve that next year will not find us lacking in getting all forms to Payroll on time — the Red, the White, and the Blue." — Paul A Hartley, from "'Owed To' The University Personnel Systems," CUPA JOURNAL, October-November, 1955.

"The addition of a specialized function of personnel administration in colleges and universities is one of the most promising features of modern university organization. You are pioneers in an area where much remains to be done to bring our schools of higher learning up to a par with our knowledge of organization.

"What are the qualifications of a personnel director for a university or college?

"He should be an organizer and an executive. His basic function is one of service — not of one to command. He should constantly keep in mind that real personnel management is personal and that it can never be anything else if it is to function most effectively.

"He should be the number one organizational specialist in the nonacademic aspects of the college or university. To do this he must know both the primary and operating organizational principles. . . . A university is not run for buildings and grounds, nor for the business office, but for the students and the community.

"The personnel director of a university and college must remember that he is serving in an institution where the average intellectual level is very high and where there are deep-seated traditions and sentiments.

"The personnel director in a university or college occupies a key position. It is relatively new, but it will develop in accordance to the leadership and professional approach provided by you. The personnel man should lead in labor relations in universities and colleges. He is the key man in advising top management on problems of organization. To advise, he must know organization. One does not know organization principles by instinct or intuition. The personnel man is an interpreter of the American way of life. When personnel relations are satisfactory, work is a *way of life* and not mere drudgery.

"Relatively few personnel men meet the standards I have set up, but all of them should. As professional men, you are setting the standards for tomorrow. Will they be high or low? You, alone, will give the answer."

— Comments taken from a speech by Dr. William R. Spriegel, Professor of Industrial Management and Chairman of the Department of Management, Northwestern University, at the Association's closing Banquet, May, 1947.

# The College and University Personnel Association

*The College and University Personnel Association was the brain child of Donald E. Dickason, the Director of Nonacademic Personnel of the University of Illinois.*

## Organization Of The Association

In the spring of 1946, Donald E. Dickason, acting on a feeling on his part that there were enough people in the Midwest who were interested in personnel problems in the colleges and universities that a get-together to exchange information and experiences would be worthwhile, issued an invitation to a number of the institutions to send representatives to a meeting in Chicago on April 11, 1946. The mailing list used consisted of all the middle-sized and larger colleges and universities in Illinois, as well as in adjoining states. To this list Mr. Dickason added the names of some other institutions in which he had reason to know that there was an active interest in personnel administration. Of the institutions receiving invitations, 28 of them sent 44 representatives to this meeting.[1]

At the April, 1946 meeting it was determined that an organization of those primarily interested in personnel work should be established. A tentative organization was set up, and a temporary executive committee was elected.

The minutes of this meeting include the following report of these actions:

> The program was in the form of an informal round table discussion of a number of specific problems and conditions. . . . It should be noted that the approach was primarily that of asking and receiving information as to practices in other institutions. While there were frequent evidences of differences of opinion as to what might be the best practice, the discussion did not get over into the status of debate. It is hoped that at some future meeting opportunity may be given for more exchange of opinion as to matters of procedure on which there is not now complete agreement.
>
> By unanimous vote of those present, it was decided to set up, on a continuing basis, an association open to all college and university business officers interested in nonacademic personnel administration, whether or not they devote exclusive attention to that subject.
>
> A temporary executive committee of three was elected, consisting of Hedwin Anderson, Director of Civil Service Personnel, University of Minnesota; A. B. Ueker, Personnel Officer, University of Michigan; and Donald E. Dickason, Director of Nonacademic Personnel, University of Illinois. Mr. Dickason was later elected Chairman of this committee, which is charged with the responsibility of drawing up recommendations for the form of permanent organization and

1. Augustana Hospital, Chicago; Carleton College; College of the City of New York; Drake University; Eastern Illinois State Teachers College; Grinnell College; Illinois Eye and Ear Infirmary; Illinois Institute of Technology; Illinois State Normal University; Indiana University; Northwestern University; University of Notre Dame; Princeton University; Purdue University; Rockford College; Southern Illinois State Normal College; State Teachers College, Bemidji, Minnesota; State of Wisconsin; University of Chicago; University of Illinois; University of Iowa; University of Michigan; University of Minnesota; University of Omaha; University of Wisconsin; Valparaiso University; Washburn University; Wayne University.

for the program of its next meeting, tentatively set for October, 1946.

For various reasons the meeting was not called for October; instead the temporary executive committee selected a date in the spring of 1947, when a meeting of college business officers of the North Central group was being held in Chicago at the Edgewater Beach Hotel, the time of the personnel group meeting to precede the sessions of the business officers.

The First Annual Meeting of the Association began with an informal dinner on the evening of May 6, 1947 at the Edgewater Beach Hotel, following which Mr. Dickason chaired a discussion on by-laws for the organization, dues, timing of future meetings, and scope of membership. The following day, May 7, was devoted to speeches and discussions on personnel topics, and closed with a banquet, after which Dr. William R. Spriegel of Northwestern University, spoke on, "Personnel Administration on the Campus — Why, What, and How".

During the sessions of the First Annual Meeting, the following officers were elected:

Donald E. Dickason, Director of Nonacademic Personnel, University of Illinois, *President*

Max M. Sappenfield, Assistant Personnel Director, Indiana University, *Vice President*

H. H. Brooks, Comptroller, DePauw University, *Secretary*

C. P. Dunbar, Assistant to the President, University of Louisville, *Treasurer*

On December 20, 1947, Mr. Dickason sent to the members of the Association a digest of the proceedings of the First Annual Meeting, and in a covering letter said:

At long last you are receiving the records of our May meetings. Everybody concerned seems to have gotten involved with particularly busy schedules on their own jobs, and we have all been forced to be much more slow in carrying out extracurricular duties than we wanted to be.

However, I do want you to know that some things have been going on even though you haven't been hearing about them. Your President, with the concurrence of the other officers, has appointed certain committees, all of whom have accepted their obligations and are working on them. These are as follows:

A committee to compile a constitution and by-laws: Hedwin C. Anderson, Director of Civil Service Personnel, University of Minnesota, **Chairman**; A. B. Ueker, Personnel Officer, University of Michigan; George W. Armstrong, Office Manager, University of Pennsylvania; Max M. Sappenfield, Assistant Personnel Director, Indiana University.

A committee to study standardization of job specifications and position title nomenclature: Arlyn C. Marks, Director of Nonacademic Personnel, University of Iowa, **Chairman**; James N. Ewart, Director of Personnel, California Institute of Technology.

A committee on standard tests: Chester D. Onderdonk, Director of Personnel, New York University, **Chairman**; James M. Watson, Director of Public Administration, University of Puerto Rico; Volmer H. Sorensen, Personnel Officer, University of Wisconsin.

A committee for surveys and compilation of statistical data and information: Charles Hoff, Business Officer, University of Omaha, **Chairman**; G. F. Stanton, Administrative Assistant to the President, Howard University; Mortimer Zimmerman, Personnel Officer, University of Chicago.

A committee for the publication of a monthly bulletin: Miss Marion Darr, Executive Secretary, Faculty Clerical Committee, Purdue University, **Chairman**; Robert F. Moore, Director of Personnel, Columbia University; Miss Lou Russell, Director of Teacher Placement, University of Houston.

. . . I am glad to report, also, that

plans are developing for several regional or group meetings to be held prior to our general get-together which will, according to present plans, be held sometime in May. . . .

The Second Annual Meeting was held in St. Louis at the Chase Hotel, May 18-20, 1948. Local arrangements were largely in the hands of Mrs. Mary Weiss, Personnel Assistant, Washington University.

At this meeting the new constitution was adopted. A definite meeting place for the next conference was not determined, but it was decided that there was sufficient interest to make it feasible for the group to determine its meeting places and times independently of the business officers group. This policy has been followed consistently since that meeting. It was also indicated, by those present, that a summer meeting — that is, sometime after the first of July and the beginning of a new fiscal year — was desirable, because earlier meetings would have the probability of conflicting with budget preparation and other duties commonly associated with the work of the individual members during the spring months.

The 1949 meeting of the new Association — now officially known as the College and University Personnel Association — set another precedent which has been followed consistently since that time. Mr. Dickason invited the group to meet on the campus of the University of Illinois. In addition, the committee on local arrangements provided for housing the group in one of the University dormitories and pointed out the desirability of making this meeting a part of the vacation plans of the individual members and urged that wives and other members of the family accompany the member to the meeting. These plans have been followed since that time, and all subsequent meetings of the Association have been held on a University campus, with emphasis being placed on making it a family affair. (At the 1959 Conference at the University of Virginia, an organization of spouses, called CUPA Mates, was formed under the inspiration of Mrs. Paul A Hartley.)

Mr. Dickason had either formally, or informally, acted as President of the Association during these years. Although the members of the group asked him to continue in this capacity, Mr. Dickason refused, and insisted that some other member become President. Mr. George Armstrong, University of Pennsylvania, was elected President.

Other "firsts" had their origins at the meeting in Urbana. The precedent of giving the outgoing President the gavel which he had used as President, appropriately inscribed, was adopted. Also, at the first meeting of the newly-elected Executive Committee, it was decided that the Association would establish a monthly publication to be under the editorship of the Vice President in charge of programs.

Later, during the administration of President Armstrong, it was decided that it would be wise for the Executive Committee to have an interim meeting, rather than trying to do all of its business by mail. The Executive Committee met in Indianapolis the day before the regional meeting at Purdue University (February 2, 1950) and then all attended the Midwest Regional Meeting the following day. (At this meeting, the Executive Committee received an invita-

tion from Jack Ray, Personnel Director, Indiana University, to hold the Fourth Annual Meeting of the Association on the campus of Indiana University at Bloomington, and the invitation was accepted.) Since 1950 an interim meeting of the Executive Committee has often been held in conjunction with the winter meeting of the Midwest and other regional groups.

This is a short, short story of the formative years of the Association. Details of the development of the Association are told in succeeding sections of this issue of THE JOURNAL. The *Proceedings* of the Association were published in detail until 1955, with the exception of the 1950 meeting at Indiana University. The recordings made of that meeting proved to be unusable, and it was therefore impossible to publish the papers delivered at that Conference. Further comments on this experience and on the practices which were later developed as a result are mentioned elsewhere.

However, it is interesting to note how the precedents established during the period of 1947 to 1950 have been followed and further developed since that time.

## Constitution And By-Laws

At the preliminary meeting on April 11, 1946, the group attending appointed a committee of three to study possible group organization and to plan a meeting for the following year. The committee consisted of Hedwin C. Anderson, A. B. Uecker, and Donald E. Dickason.

This committee met on September 20-21, 1946 in Chicago, at which time they elected Mr. Dickason as Chairman and approved the following actions:

> A recommendation that the group be called, "University and College Personnel Association";
>
> That a nominating committee be appointed to secure a President, Vice President, Secretary, and Treasurer, which officers will be endowed with the responsibility of formulating the rules and By-Laws of a permanent organization and will recruit for its members those individuals working in the field of personnel administration in colleges and universities throughout the country.
>
> (Editor's Note: By action of the group assembled at the First Annual Meeting on May 6, 1947, Mr. Dickason was empowered to appoint a nominating committee. In compliance with these instructions, Mr. Dickason appointed Paul A Hartley, Indiana University, **Chairman**; George W. Armstrong, University of Pennsylvania; and James N. Ewart, California Institute of Technology.)

Following the First Annual Meeting in 1947 in Chicago, a committee was appointed to: "compile a constitution and by-laws for presentation for final approval at the next meeting of the University and College Personnel Association". This committee, made up of Hedwin C. Anderson, *Chairman*, A. B. Uecker, George W. Armstrong, and Max M. Sappenfield, began its study of possible by-laws by reviewing the organizational structure and by-laws of the Civil Service Assembly (now called Public Personnel Association). An original draft of by-laws was prepared by George Armstrong, which the committee then studied and on which they exchanged suggestions and ideas.

The constitution and by-laws committee met for two days in March of 1948. At this meeting President Dickason, Mr. Hartley, and Howell H. Brooks, were also

present. Invited also was J. J. Donovan, of the central staff of the Civil Service Assembly, who gave valuable advice as to possible organization. The original draft was revised to incorporate the suggestions and ideas exchanged at this meeting.

At the Second Annual Meeting of the Association, held in St. Louis, proposed by-laws for the Association were submitted to the members in attendance. At a dinner-business meeting on May 18, 1948, the proposed by-laws were discussed, article by article, and were approved with but a few minor editorial changes.

It would be expected that as time went on some changes in by-laws would be required. Minor changes were made in 1949 and in 1953. In 1956 a special committee was appointed by Arlyn C. Marks, President, which included, in addition to himself, Mrs. Mary D. Weiss, *Chairman*, and John D. Shingleton, to study and to suggest changes in the provisions for the Executive Committee. As a result, a number of revisions were recommended to, and later approved by, the membership in a mail ballot.

As a matter of interest, and for the record, it may be well to explain and list all changes in By-Laws since their original adoption in 1948.

*Changes In By-Laws*

To provide for greater continuity on the Executive Committee, *Article IV. Executive Committee* was amended in 1949 to include the following:

> The immediate past President of the Association will serve as a Director and a member of the Executive Committee.

This addition was later rewritten as follows:

> The retiring President of the Association shall serve as a Director for a period of one year following his retirement from the office of President.

To provide for a type of membership not previously authorized under the By-Laws, *Article III. Membership* was amended in 1953 as follows. *Section 3. Honorary Membership* was renumbered to Section 4 and the following new *Section 3* was added:

Section 3. Associate Membership

> Associate membership shall be open to any worthy individual who is interested in, and supports the purpose of, the Association. Associate members shall have all the rights and privileges of membership except that of voting on any matter brought before the membership.

*Article VIII. Section 2* on dues was amended to include this new type of membership as follows:

> The dues of individual members provided for in Article III. Sections 2 and 3, shall be $5.00 per year.

In 1956, the first major revisions of the By-Laws were made as follows:

*Article III. Membership*

The provision for four types of membership — (1) Organization, (2) Regular, (3) Associate, and (4) Honorary was changed to provide for three kinds of membership — (1) Regular, (2) Associate, and (3) Honorary, with the further provision that *only an organization* can hold a Regular membership. An individual not associated with a member organization can only be an Associate member. Originally, it was expected that most memberships would

be organization members, with a few individual memberships. As of January, 1956, there were 86 individual members, as compared to 107 organization members. This did not include additional organization members who also paid on an individual basis. Many of the individual members were from institutions that it would appear ought to have organization memberships. On the other hand, there were a number of institutions (mostly small, but evidently willing to assume their full share of responsibility in the organization) who had taken out organization memberships, and under the present dues schedule, were paying more dues than the larger institutions which had only individual memberships. The proposed changes were intended to correct this situation.

This change was accomplished by eliminating *Section 1. Organization Membership, Section 2. Regular Membership,* and substituting the following:

> Section 1. Regular Membership
>
> Any institution of higher education, or any related organization which is interested in promoting sound standards of personnel administration, may become a regular member of the Association. Where a multi-campus situation exists, each organized campus shall be considered a separate institution for purposes of membership.
>
> A regular member may designate as its representatives not more than three persons on its staff who have responsibility for, or are directly engaged in, personnel activities involving employer-employee relationships. Additional representatives may be designated by the institution, subject to the payment of fees as provided for under Article VIII. A regular membership shall not be entitled to more than three votes.

The other categories of membership, Associate Membership and Honorary Membership, were accordingly renumbered.

*Article V. Officers*

A new office of President-Elect was added — again to give greater continuity to the Executive Committee — to insure that the newly-installed President would be informed in Association affairs by reason of his previous year on the Committee.

The office of Vice President in charge of programs and publicity was eliminated. It was originally intended that this officer be responsible for the Annual Conference program. In practice, however, it was found to be more practical and efficient for the Conference host to assume this responsibility. The real responsibility of this Vice President had been that of Editor. Since the person for this undertaking must not only have the personal qualifications, but also the necessary institutional facilities available, it was decided that it would be more effective to "appoint" rather than to "elect" an Editor.

The title, Vice President in charge of Committees, was changed to Vice President in charge of Research, in order to be more descriptive of the duties.

Chairmen of regional conferences no longer would be considered as Vice Presidents and members of the Executive Committee. This change was made inasmuch as most of the regional conferences were quite informal, with the chairman having no real function as an officer in the national organization.

These changes resulted in the following amended sections of the By-Laws:

## *Article V. Officers*

Section 1.

The officers of the Association shall be: President, President-Elect, Vice President in charge of membership, Vice President in charge of research, Secretary-Treasurer, and four Directors. The term of office of the President, President-Elect, Vice Presidents, and Secretary-Treasurer shall be one year. The President-Elect, Vice Presidents, and Secretary-Treasurer shall be elected at the annual meeting and shall hold office until the close of the next annual meeting or until their successors are elected. The President-Elect for the preceding year shall automatically become President for the ensuing year at the election of new officers. The retiring President of the Association shall serve as a Director for a period of one year following his retirement from the office of President. The term of office for the other three Directors shall be three years, and tenure shall be arranged so that not more than one Director shall be elected at each annual meeting.

Section 2.

Any vacancy occurring in any elective office of the Association shall be filled for the unexpired term of such office by a majority vote of the remaining members of the Executive Committee.

Section 3.

The President shall preside at all meetings, shall be responsible to the Executive Committee for the general supervision of the affairs of the Association, and shall perform such other duties as are usually incident to this office.

Section 4.

In the event of the temporary absence or incapacity of the President, the President-Elect shall perform the duties of the President.

Section 5.

The Vice President in charge of membership shall be responsible to the President for the promotion of all new membership activities of the Association.

Section 6.

The Vice President in charge of research shall be responsible to the President for recommending the personnel of research and educational committees, planning a program on research and topics for educational committees, and assuming the general supervision of the activities of these committees.

Section 7.

Conference or chapter chairmen shall submit reports on conferences and other affairs of local interest to the Association at the annual business meeting. They shall assist the Vice President in charge of membership in promoting membership activities in the respective conference or chapter areas.

Section 8.

The Secretary-Treasurer shall issue notices of meetings, keep the minutes, and distribute material to the membership. He shall have custody of all moneys and securities of the Association, keep regular books of accounts, which shall be audited at the end of each fiscal year by a committee to be appointed by the Executive Committee,make disbursements by checks, as authorized by the President, from the available funds or moneys of the Association, and perform all duties usually incident to this office. The Secretary-Treasurer shall be bonded in an amount fixed by the Executive Committee.

## *Article VI. Executive Committee*

Provision was made to recognize the changes in officers as provided in revised *Article V.*

## *Article VIII. Dues*

This article was amended to eliminate reference to the specific amount of membership dues. The amount of dues, hereafter, are to be determined by the Executive Committee and approved by a

majority vote of members present at the regular annual business meeting of the Association. Under this provision, the Association can more readily adjust its dues to actual needs. This section was amended to read as follows:

*Article VIII. Dues*

Section 1.

Membership dues of the Association shall be for such amounts as recommended by the Executive Committee and approved by a majority vote of members present and voting at the regular annual business meeting of the Association, or by a majority of the votes cast in the event of a mail ballot, provided that members of the Association shall be notified of any proposal for a change in dues at least thirty days prior to the date of action thereon.

Section 2.

Dues are payable for the Association year which starts July 1. Dues for those joining after the first half of the Association year may be reduced by one-half of the annual amount.

Section 3.

Membership shall be effective during the fiscal year in which dues are paid and no longer than six months thereafter.

*Incorporation*

Paul Hartley, as President of the Association, reported at the University of Virginia meeting (1959), that the College and University Personnel Association had recently been incorporated under the Laws of Illinois as a not-for-profit oranization. The incorporation involved no change in general operating procedures, officers, or members, since the present By-Laws were adopted as the By-Laws of the Corporation. The officers of the Association became the officers of the Corporation, and the members of the Association automatically became members of the Corporation in good sanding.

*By-Laws, 1960*

However, following the meeting at the University of Virginia, it became apparent to the Executive Committee that further revisions were necessary. On May 5, 1960, President Orie E. Myers, Jr. and the members of the Executive Committee recommended changes in the By-Laws of the Association. A copy of the proposed By-Laws, together with a ballot, were mailed to the members of the Association. The amendments affected in the By-Laws, by the vote of the membership, follow.

*Changes In By-Laws, June, 1960*

1. Change Article II to read as follows:

ARTICLE II.
PURPOSE

This Association is created exclusively for an educational/charitable purpose — in furtherance of such purpose to provide assistance to educational institutions in the development of improved personnel administration in the member institutions.

This educational/charitable purpose will be accomplished through:

1. Promotion and conduct of research designed to improve the techniques and methods of personnel administration in educational institutions;
2. Dissemniation on a non-profit basis of information relative to personnel relations in these educational institutions;
3. Operation of a placement referral service to aid educational institutions in filling administrative and staff positions; and
4. Such other closely related activities as will produce improved per-

sonnel administration in educational institutions.

The above purpose shall not be deemed to authorize the corporation to receive any child for care or placement apart from its own parent or guardian.*

2. Article III, Section 1, Paragraph 2: Change the word "directly" to "actively".

3. Change Article III, Section 2, to read as follows:

Section 2. **Associate Membership**

Associate membership shall be available to worthy individuals who are interested in, and support, the stated purpose of the Association. Associate members shall have the privileges of receiving associational literature and attending associational conferences. Associate members may not hold elective office or vote on matters brought before the membership.

4. Article IV: The Association shall consist of one general organization representing the entire body of membership, containing such regional organizations as may be accredited by the Executive Committee. The Executive Committee shall formulate and recommend policy governing the form, government, and accrediting of the regional organizations.

5. Article V, Section 1: Change "Secretary-Treasurer" to "Treasurer," and add "Recording Secretary". This change will be made in each instance where the term "Secretary-Treasurer" has been used.

6. Article V, Section 7: Regional organizations shall submit reports on conferences and other affairs of local interest to the Association at the annual business meeting. They shall assist the Vice President in charge of membership in promoting membership activities in the respective regional areas.

7. Article V, Section 8, will read as follows:

The Treasurer shall have custody of all moneys and securities of the Association, keep regular books of accounts, which shall be audited at the end of each fiscal year by a committee to be appointed by the President, make disbursements by checks, as authorized by the President, from the available funds or moneys of the Association, and perform all duties usually incident to this office. The Treasurer shall be bonded in an amount fixed by the Executive Committee.

8. Add Section 9 under Article V as follows:

The Recording Secretary shall issue notices of meetings, keep the minutes, and distribute material to the membership. He shall have custody of the history of the Association and shall be responsible for the current maintenance of that history.

9. Article VI, Section 1, shall be changed to read as follows:

The affairs of the Association shall be governed by an Executive Committee to consist of the President, the President-Elect, the Vice President in charge of membership, the Vice President in charge of research, the Treasurer, the Recording Secretary, and the four Directors of the Association. (Presidents of Regional Conferences shall be eligible to sit with the Executive Committee without the right to vote.)

10. Article IX: Change "Secretary-Treasurer" to "Recording Secretary".

Third paragraph: Regional organizations of the Association shall meet as often and at such times and places as are determined by the officers of such regional organizations.

11. Add Article XII as follows:

ARTICLE XII.
DISPOSITION OF ASSETS

In no event, either during the operation of the Association or upon its dissolution, shall the assets be used for any purpose other than an exclusively educational/charitable purpose.

* A technical requirement of Illinois State Law.

## BY-LAWS

### The College and University Personnel Association

### ARTICLE I.
### NAME

The name of this organization shall be the COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION.

### ARTICLE II.
### PURPOSE

This Association is created exclusively for an educational/charitable purpose — in furtherance of such purpose to provide assistance to educational institutions in the development of improved personnel administration in the member institutions.

This educational/charitable purpose will be accomplished through:

1. Promotion and conduct of research designed to improve the techniques and methods of personnel administration in educational institutions;
2. Dissemination on a non-profit basis of information relative to personnel relations in these educational institutions;
3. Operation of a placement referral service to aid educational institutions in filling administrative and staff positions; and
4. Such other closely related activities as will produce improved personnel administration in educational institutions.

The above purpose shall not be deemed to authorize the corporation to receive any child for care or placement apart from its own parent or guardian.*

### ARTICLE III.
### MEMBERSHIP

Section 1. **Regular Membership**

Any institution of higher education or any related organization which is interested in promoting sound standards of personnel administration may become a regular member of the Association. Where a multi-campus situation exists, each organized campus shall be considered a separate institution for purposes of membership.

A regular member may designate as its representatives not more than three persons on its staff who have responsibility for, or are actively engaged in, personnel activities involving employer-employee relationships. Additional representatives may be designated by the institution, subject to the payment of fees as provided for under Article VIII. A regular membership shall not be entitled to more than three votes.

Section 2. **Associate Membership**

Associate membership shall be available to worthy individuals who are interested in, and support the stated purpose of, the Association. Associate members shall have the privileges of receiving associational literature and attending associational conferences. Associate members may not hold elective office or vote on matters brought before the membership.

Section 3. **Honorary Membership**

Persons who have rendered distinguished service in advancing or upholding the purposes of this organization may be elected by a majority vote of the Association in session to honorary life membership without fee.

Section 4. **Membership Review**

All memberships shall be subject to annual review by the Executive Committee.

### ARTICLE IV.
### ORGANIZATION

The Association shall consist of one general organization representing the entire body of membership, containing such regional organizations as may be accredited by the Executive Committee. The Executive Committee shall formulate and recommend policy governing the form, government, and accrediting of the regional organizations.

### ARTICLE V.
### OFFICERS

Section 1.

The officers of the Association shall be: President, President-Elect, Vice President in charge of membership, Vice President in charge of research, Treasurer, Recording Secretary and four

* A technical requirement of Illinois State Law.

Directors. The term of office of the President, President-Elect, Vice Presidents, Recording Secretary and Treasurer shall be one year. The President-Elect, Vice Presidents, Recording Secretary, and Treasurer shall be elected at the annual meeting and shall hold office until the close of the next annual meeting, or until their successors are elected. The President-Elect for the preceding year shall automatically become President for the ensuing year at the election of new officers. The retiring President of the Association shall serve as a Director for a period of one year following his retirement from the office of President. The term of office for the other three Directors shall be three years, and tenure shall be arranged so that not more than one Director shall be elected at each annual meeting.

Section 2.

Any vacancy occurring in any elective office of the Association shall be filled for the unexpired term of such office by a majority vote of the remaining members of the Executive Committee.

Section 3.

The President shall preside at all meetings, shall be responsible to the Executive Committee for the general supervision of the affairs of the Association, and shall perform such other duties as are usually incident to this office.

Section 4.

In the event of the temporary absence or incapacity of the President, the President-Elect shall perform the duties of the President.

Section 5.

The Vice President in charge of membership shall be responsible to the President for the promotion of all new membership activities of the Association.

Section 6.

The Vice President in charge of research shall be responsible to the President for recommending the personnel of research and education committees, planning a program on research and topics for educational committees, and assuming the general supervision of the activities of these committees.

Section 7.

Regional organizations shall submit reports on conferences and other affairs of local interest to the Association at the annual business meeting. They shall assist the Vice President in charge of membership in promoting membership activities in the respective regional areas.

Section 8.

The Treasurer shall have custody of all moneys and securities of the Association, keep regular books of accounts, which shall be audited at the end of each fiscal year by a committee to be appointed by the President, make disbursements by checks, as authorized by the President, from the available funds or moneys of the Association, and perform all duties usually incident to this office. The Treasurer shall be bonded in an amount fixed by the Executive Committee.

Section 9.

The Recording Secretary shall issue notices of meetings, keep the minutes, and distribute material to the membership. He shall have custody of the history of the Association and shall be responsible for the current maintenance of that history.

## ARTICLE VI.
## EXECUTIVE COMMITTEE

Section 1.

The affairs of the Association shall be governed by an Executive Committee to consist of the President, the President-Elect, the Vice President in charge of membership, the Vice President in charge of research, the Treasurer, the Recording Secretary, and the four Directors of the Association. (Presidents of Regional Conferences shall be eligible to sit with the Executive Committee without the right to vote.)

Section 2.

The Executive Committee shall be responsible for carrying out the objectives and purposes of the Association and for the conduct of the business of the Association during the interim between meetings.

It shall be the duty of the Executive Committee to establish and maintain a

permanent central headquarters and to authorize the employment of such assistants as may be necessary, for whose compensation funds are available. The Executive Committee shall appoint the editors of such publications as may be authorized by the Association, and they shall be invited to attend all meetings of the Executive Committee.

## ARTICLE VII.
## NOMINATING AND VOTING

Section 1.

Not later than the first day of each annual meeting, the President shall appoint a Nominating Committee of five members of the Association, one of whom shall be designated by the President to serve as Chairman. The Nominating Committee shall give consideration to the qualifications of members to be nominated in terms of the offices or vacancies to be filled, including such persons as may be recommended to the Committee's consideration by the members, and shall present such nominations at the annual business meeting of the Association.

Section 2.

The nomination and election of the officers shall be the first order of business at the annual business meeting of the Association. After the Nominating Committee has made its report, additional nominations may be made from the floor by any member eligible to vote, and such nomination must be seconded by a member eligible to vote.

Section 3.

Candidates nominated for the several offices by the Nominating Committee and the membership shall be voted upon by the members present at the annual business meeting, either by voice vote or by ballot, as may be directed by the members assembled at such annual business meeting. The majority vote of those present and voting shall be sufficient to elect any officer of the Association.

## ARTICLE VIII.
## DUES

Section 1.

Membership dues of the Association shall be for such amounts as recommended by the Executive Committee and approved by a majority vote of members present and voting at the regular annual business meeting of the Association, or by a majority of the votes cast in the event of a mail ballot, provided that members of the Association shall be notified of any proposal for a change in dues at least thirty days prior to the date of action thereon.

Section 2.

Dues are payable for the Association year which starts July 1. Dues for those joining after the first half of the Association year may be reduced by one-half of the annual amount.

Section 3.

Membership shall be effective during the fiscal year in which dues are paid and no longer than six months thereafter.

## ARTICLE IX.
## MEETINGS

The Association shall meet annually at a time and place designated by the Executive Committee. Sixty days notice shall be given by the Recording Secretary to members of the Association of such dates and place as may be determined for the annual meeting. Except as provided elsewhere in these By-Laws, the majority vote of members present and voting shall be sufficient to carry any matter before the Association.

Meetings of the Association may be postponed or suspended by the Executive Committee when necessary because of exceptional circumstances, but notification of such postponement or suspension and the reasons therefore shall be given to the membership whenever possible at least thirty days in advance of the date on which the annual meeting of the Association ordinarily would be held. The Executive Committee shall meet at the call of the President, and a majority of the membership of the Committee shall constitute a quorum for the purpose of transacting business.

Regional organizations of the Association shall meet as often and at such times and places as are determined by the officers of such regional organizations.

ARTICLE X.
PROCEDURE

Except as herein provided, **Robert's Rules of Order** shall govern the proceedings of the Association during the annual meeting.

ARTICLE XI.
AMENDMENTS

Any provision of these By-Laws may be amended by a two-thirds majority vote of members present and voting at the regular annual business meeting of the Association, or by two-thirds majority of the votes cast in the event of a mail ballot, provided that members of the Association shall be provided with written copies of any proposed amendment or amendments at least thirty days prior to the date of action thereon.

ARTICLE XII.
DISPOSITION OF ASSETS

In no event, either during the operation of the Association, or upon its dissolution, shall the assets be used for any purpose other than an exclusively educational/charitable purpose.

## "CUPA Newsletter" And THE JOURNAL

At the meeting of the Executive Committee, following the 1949 meeting at Urbana, it was decided that the Association would establish a monthly publication to be in the nature of a house organ. Although it was decided that the Vice President in charge of programs would be responsible for this publication, no detailed instructions were given to him. After considerable thought, he decided on the format, the contents, and the method of publication.

Like most publications of this sort, "CUPA News" had a lowly beginning. The first editions were mimeographed, the format and content being similar to other newsletters. The first editions were reproduced and mailed out by the Stenographic Bureau of the University of Illinois. Later, it was reproduced by the duplicating service of the Indiana University Medical Center and mailed out by the Editor. As time went on, it was given a better format by adopting the column style. The reproduction process was improved by using "offset" duplicating.

The Editor at first relied primarily on news items collected by correspondence with the individual members of the Association. After about two years, the "News" published its first series of articles, which were concerned with classification problems of technical personnel and which were written by Lewis B. Perry, Jr., of the University of California.

With the changing of Editors, as different members of the Association were elected to the office of Vice President in charge of programs, the publication of the "News" was moved to the college or university of whose staff he was a member; consequently, it was published at different times at the Indiana University Medical Center, Michigan State University, and the University of Oklahoma.

As is indicated in the section relating to changes in the By-Laws, the Association adopted a plan in 1955 of making the editorship appointive instead of elective. At that time, Miss Kathryn G. Hansen, Executive Secretary of the University Civil Service System of Illinois, was appointed Editor, and the publication home of the "News" went back to Urbana, Illinois where it had started some six years before.

At that time the Association approved the printing of their official publication on a quarterly schedule, and the first letterpress issue of the new CUPA JOURNAL was

published in October-November, 1955, taking its first steps toward becoming a professional journal. (The name was changed to THE JOURNAL of the College and University Personnel Association with the first issue of Volume 10 in the fall of 1958.)

The members of the Association, however, missed the personal news of other members which they had enjoyed and valued during the years the "News" had been published. As a consequence, the Association authorized an additional quarterly publication, to be known as "CUPA Newsletter," and the first issue of this publication was distributed in May, 1957. This is a mimeographed newsletter, as was its parent, and carries personal news of the membership, announcements of general interest, and short items on personnel practices.

The first Editor for the Association was Max M. Sappenfield, who was responsible for two volumes of "CUPA News," which involved 20 issues during the period of November, 1949 through June, 1951. Volumes 3 and 4 were edited by Leonard H. Glander, including 21 issues during the period of September, 1951 through September, 1953. Volumes 5 and 6 were edited by Frank A. Ives, and included 16 issues during the period of October, 1953 through June, 1955. Miss Hansen has served as Editor for 20 issues of THE JOURNAL (Volumes 7 through 11) and for 13 issues of "CUPA Newsletter" (1955-1960).

## Studies And Publications

As indicated earlier, since the beginning of the Association, its membership has been interested in, and has carried on, studies in the field of college and university personnel administration. The dissemination of information on personnel administration at institutions of higher learning has been one of the goals of the Association over the years. The following information enumerates, and describes briefly, the studies which have been published under the sponsorship of the Association to date.

### *Personnel Practices*

Six reports have been published as a result of surveys of personnel practices and policies applied to employees of institutions of higher learning:

1. "Employee Personnel Practices in Colleges and Universities," Spring, 1949
2. "Employee Personnel Practices in Colleges and Universities," 1951-52
3. "Employee Personnel Practices in Colleges and Universities," 1953-54
4. "Salary and Wage Rates for Selected Classes of Work in Colleges and Universities, 1955-56"
5. "Salary and Wage Rates for Selected Classes of Work in Colleges and Universities, 1957-58"
6. "Personnel Practices in Colleges and Universities," 1958

These reports have included information on wage and salary administration, recruitment, testing, and placement, training and promotions, benefits and conditions of employment, as well as general information concerning the organization and practices of institutions surveyed. Salary and wage rates data were included in the first survey and report. In the second

report this information was included in an Appendix, although the information was gathered in a separate survey and first presented in "CUPA News". The third report does not include this data. The first report was in mimeographed form; the second, third, and sixth reports are in paper-cover book style.

The Spring, 1949 issue of "Employee Personnel Practices in Colleges and Universities" represented the analysis of 42 completed questionnaires returned from 102 colleges and universities located in all parts of the country. Boynton S. Kaiser, Chief Personnel Officer, University of California, and a Vice President of the Association, was responsible for the survey. Richard Dingle, then a graduate student of the University of California, was in charge of the preparation of the questionnaire and the analysis of the information.

The second survey, dated 1951-52, was conducted under the leadership of Fred C. Ford, then Director of Personnel at the University of Mississippi and a Vice President of the Association. Earl Phillips, Jr., of the staff of Pennsylvania State College, tabulated the data. The report was based on information from 81 out of 199 colleges and universities.

The third survey was conducted in 1953-54 under the sponsorship of Frank F. Morris, Director of Personnel, Pennsylvania State University and a Vice President of the Association. Henry Haranin, a graduate student at Penn State, assisted in tabulating the results received from 105 institutions.

The fourth and fifth surveys were limited to salary and wage information only.

The fifth survey was conducted as a follow-up on studies made in 1949 and in 1951-52 in conjunction with the Personnel Practices surveys. The results of this survey were set forth in a paper-bound document, published by the Association in June, 1956. A total of 72 colleges and universities were represented in the survey results. Data concerning management salaries were reported on the basis of size of the institution; each class in clerical, professional, and labor and crafts positions was summarized on a regional basis, as well as totals were shown for all reporting institutions. Lloyd F. Peterson, of the State College of Washington, was in charge of this survey.

The sixth survey, "Personnel Practices in Colleges and Universities," was prepared under the direction of William D. Poore, Director of Personnel Services, Alabama Polytechnic Institute, and Vice President of the Association. For the first time this study was presented in two parts, Part I being a report on staff personnel policies and practices, based on information supplied by 143 institutions, and Part II being a report on faculty personnel policies and practices, compiled from information supplied by 124 institutions.

Further information regarding these six publications follows:

1949 Edition, 300 copies printed at cost of $284.53; 199 copies sold at $2.00 per copy; 100 copies distributed free to Association members.

1951-52 Edition, 760 copies printed at cost of $605.97; 241 copies sold at $2.50 per copy; 395 copies distributed free to Association members.

1953-54 Edition, 600 copies printed at cost of $1,275.84; 177 copies sold at $4.00 per copy; 390

copies distributed free to Association members.

1955-56 Salary and Wage Rates survey — no figures available.

1957-58 Salary and Wage Rates survey, 700 copies printed at cost of $345.58; 261 copies sold at $1.00 per copy; 437 copies distributed free to Association members.

1958 Edition, 1500 copies printed at cost of $1766.58; 366 copies sold at $5.00 per copy; 548 copies distributed free to Association members.

*A Study of the Development of the Small College Nonacademic Personnel Program,* E. Clarendon Smith, 1950.

The publication of this book was sponsored by the Association. Mr. Smith, then a graduate student at the University of Illinois, prepared the material as his thesis and gave Mr. Donald E. Dickason, Executive Secretary of the Association, who was closely in touch with him during this time, permission to publish the material in book form. The total cost of the publication was $149.17. Total income from the sale of the book was $275.48. Some were sold at a wholesale rate, and 140 copies were sold at $2.00 per copy. A total of 159 copies were distributed free of charge to Association members.

*A Study of Personnel Practices for College and University Office and Clerical Workers,* Wilbur D. Albright, 1954.

This study, prepared in 1953 by Mr. Albright as his thesis for the doctorate degree in Education from Teachers College, Columbia University, was published by the Association, with 367 copies distributed to its membership free of charge. The cost of printing and publication was $534.70. Some copies were sold at a wholesale rate, and 183 copies were sold at $2.50 per copy, with $449.20 as the total income from the sale of the book.

Material for the study was obtained chiefly from interviews with personnel officers, office supervisors, and office workers at ten institutions of higher education. The report is in two major parts: Part I is a status report on nonacademic personnel practices and policies as they relate to office and clerical workers; Part II sets forth recommendations for a sound personnel program for these workers. The areas covered include communications, training, orientation, recruitment, and selection.

*Personnel Administration on the Campus,* Donald E. Dickason, 1954.

In the summer of 1957 the Association printed in booklet form 400 copies of material prepared by Donald E. Dickason, Director of Nonacademic Personnel, University of Illinois and Director of the University Civil Service System of Illinois. The material was originally prepared in 1954 for use at the Omaha Workshop for College Business Officers. This publication has been distributed to over 300 member institutions to date.

In this report Mr. Dickason outlines the purpose and function of personnel administration on a campus and suggests specific procedures for the development of sound personnel programs at colleges and universities. Areas covered include position classification and pay plans, staff selection and assignment, staff development and improvement, and staff benefits.

*Programs and Proceedings*

The programs of the several annual meetings of the Association since its beginning have had a single goal: study of personnel practices relating to the college and university field and the exchange of information and experiences between members. As a result, each program has been built by the committee in charge to include papers by recognized authorities in the field and workshop sessions on specific fields of interest designed to give those attending the opportunity to discuss their individual problems and to learn what others are doing relative to similar problems.

The *Proceedings* of a number of the Annual Conferences have been published by the Association for its members and other interested persons. The earlier meetings arranged for stenographic reporting of the various sessions. At the 1950 meeting at Bloominton an attempt was made to record the sessions. Unfortunately, this experiment was not successful; the recordings were not sufficiently clear to permit later transcription, and the proceedings of this meeting were reported in later issues of "CUPA News," but the papers were not reproduced. As a result of this experience, it was suggested that papers to be read be deposited with the Executive Secretary. This greatly facilitated their subsequent publication in the *Proceedings.*

With the establishment of THE JOURNAL, the practice has been to publish these papers in subsequent editions of THE JOURNAL, and the actions of the Annual Conference have been reported in the "CUPA Newsletter" for the information of all members.

## Office Of The Executive Secretary

When the constitution-drafting committee met in Chicago, it discussed not only the organization of the Association to be incorporated in the constitution and by-laws, but also the practical problems of operating an association of this type. During one of its sessions, the problem of a central office was explored with a representative of the Civil Service Assembly. The committee learned of some of the problems and discussed the feasibility of asking an organization, such as the Civil Service Assembly, to perform all, or part, of the central office function for the new Association.

No decision was reached at this meeting for two reasons: first, the committee hardly felt such a decision was within its province; and second, the expense of such an undertaking for so new an organization seemed more than the new organization could probably bear.

During the administrations of Donald E. Dickason as President, the President's office served largely in this capacity. It became apparent, as time went on, that the President could hardly be expected to serve in this capacity also. During the administration of President Burt Ames, he suggested that it was time for the organization to establish for itself a central office in order to achieve the desired degree of continuity, and that a member be appointed to the new office of Executive Secretary. The Association approved of this suggestion, and a central office was established on the campus of the University of Illinois in the office of the Director of Nonacademic Personnel of that institution. Mr.

Donald E. Dickason was appointed to the position of Executive Secretary, and has continued to fill that position most competently since that time.

The central office of the Association has served as the staff agency of the Association for all its officers. The central accounts of the Association, the lists of memberships, and a file of material concerning personnel administration in the college and university field are maintained in this office. In addition, this office has carefully preserved all data and materials relative to the history of the organization. Because of his experience and knowledge, Mr. Dickason has been called upon by many members of the organization, and by many institutions, to give them help with problems relating to personnel administration in the colleges and universities. Requests for help have ranged all the way from assistance in finding applicants for vacant positions in the staffs of the several institutions to the establishment of complete personnel programs.

The officers of the Association, through the years, have been of the opinion that the present type of central office has best served the needs of this Association.

# APPENDIX

## APPENDIX

### CONFERENCES OF THE ASSOCIATION

First Meeting — Chicago Professional Colleges, University of Illinois — April 11, 1946

First Annual Meeting — Edgewater Beach Hotel, Chicago, Illinois — May 6-7, 1947

Second Annual Meeting — Chase Hotel, St. Louis, Missouri — May 18-20, 1948

Third Annual Meeting — University of Illinois, Urbana-Champaign Campus — July 10-13, 1949

Fourth Annual Meeting — Indiana University, Bloomington, Indiana — July 30-August 2, 1950

Fifth Annual Conference — The Pennsylvania State College, State College, Pennsylvania — July 15-18, 1951

Sixth Annual Conference — University of Minnesota, Minneapolis, Minnesota — July 20-23, 1952

Seventh Annual Conference — Michigan State College, East Lansing, Michigan — July 19-22, 1953

Eighth National Conference — University of California, Berkeley, California — August 15-18, 1954

Ninth Annual Conference — State University of Iowa, Iowa City, Iowa — July 17-20, 1955

Tenth Annual Conference — Cornell University, Ithaca, New York — August 5-8, 1956

Eleventh Annual Conference — University of Colorado, Boulder, Colorado, August 4-6, 1957

Twelfth Annual Conference — Purdue University, West Lafayette, Indiana — August 3-6, 1958

Thirteenth Annual Conference — University of Virginia, Charlottesville, Virginia — June 28-July 1, 1959

Fourteenth Annual Conference — Carnegie Institute of Technology, Pittsburgh, Pennsylvania — August 7-10, 1960

### CONFERENCE CHAIRMEN

1948 Mr. Mortimer Zimmerman, University of Chicago
1949 Mr. Hedwin C. Anderson, University of Minnesota
1950 Mr. Jack N. Ray, Indiana University
1951 Mr. Ray T. Fortunato, The Pennsylvania State College
1952 Mr. W. L. Pedersen and Mr. Frank Pieper, University of Minnesota
1953 Mr. L. H. Glander, Michigan State College
1954 Mr. George F. McGregor, University of California
1955 Mr. Arlyn C. Marks, State University of Iowa
1956 Mr. Diedrich K. Willers. Cornell University
1957 Mr. Frank A. Ives, University of Colorado
1958 Mr. John D. Gantz, Purdue University
1959 Mr. Paul J. Jenkins, University of Virginia
1960 Mr. Shelton F. King, Carnegie Institute of Technology

## ATTENDANCE AT CONFERENCES OF ASSOCIATION

| *Year* | *Number of Individuals Attending* | *Number of Institutions Represented* |
|---|---|---|
| 1946 | 44 | 28 |
| 1947 | 103 | 71 |
| 1948 | 60 | 41 |
| 1949 | 88 | 45 |
| 1950 | 52 | 35 |
| 1951 | * | * |
| 1952 | 67 | 44 |
| 1953 | 74 | 39 |
| 1954 | 60 | 33 |
| 1955 | 67 | 44 |
| 1956 | 122 | 71 |
| 1957 | 131 | 77 |
| 1958 | 145 | 83 |
| 1959 | 165 | 93 |

* No figures available.

The above attendance figures are based on roster lists prepared for the Conferences of the Association.

During the thirteen Conferences to date, more than 200 different educational institutions have been represented, according to roster lists.

At the Tenth Annual Conference at Cornell University in 1956, seven of the registrants present had perfect attendance records: Donald E. Dickason, University of Illinois; James N. Ewart, California Institute of Technology; Leonard H. Glander, Michigan State University; Kathryn G. Hansen, University Civil Service System of Illinois; Arlyn C. Marks, State University of Iowa; Max M. Sappenfield, Southern Illinois University; and Edgar P. Swanson, Iowa State College. Three of these persons — Mr. Dickason, Miss Hansen, and Mr. Marks — were also present at the 1946 session. At the time of the 1959 Conference Mr. Dickason, Mr. Ewart, Miss Hansen, and Mr. Marks still retained perfect attendance records.

## REGIONAL MEETINGS

January 28, 1949 — Midwest Regional Meeting, Chicago Undergraduate Division, University of Illinois, Navy Pier, Chicago — Paul A Hartley, Don Blankenship, Chairmen

November 17, 1949 — Southern Conference Organizational Meeting — C. O. Emmerich, Chairman

February 3, 1950 — Second Regional Meeting of the North Central States Members of CUPA, Purdue University — Max M. Sappenfield, Robert C. Gullion, Chairmen

April 13, 1950 — Southern Regional Conference, Miami Beach — Orie E. Myers, Jr., Chairman

February 2, 1951 — Midwest Regional Meeting, Chicago Undergraduate Division, University of Illinois, Navy Pier, Chicago — Arlyn C. Marks, Chairman

February 15, 1952 — Midwest Regional Conference, University of Chicago — Leonard H. Glander, Chairman

February 13, 1953 — Winter Conference of the Midwest Region, Illini Center, LaSalle Hotel, Chicago — Charles Hoff, Chairman

February 5, 1954 — Winter Conference of the Midwest Region, Illinois Institute of Technology, Chicago — Kathryn G. Hansen, Chairman

February 11, 1955 — Winter Conference of the Midwest Region, Chicago Professional Colleges, University of Illinois — Paul A Hartley, Chairman

February 3, 1956 — Winter Conference of the Midwest Region, University of Chicago — Theodore J. Woloson, Chairman

February 7-8, 1957 — Midwest Regional Conference, Illinois State Normal University — Preston N. Ensign, Chairman

January 30-31, 1958 — Winter Personnel Conference of CUPA, Midwestern Region, University of Chicago — Fred D. Bjorling, Chairman

February 14, 1958 — Eastern Regional Conference, CUPA, University of Pennsylvania

March 30-31, April 1, 1958 — Southern Regional Conference, Statler Hotel, Dallas, (Meetings in conjunction with meetings of SACUBO)

February 5-6, 1959 — Mid-West CUPA Conference, Wayne State University, Detroit — Theodore J. Woloson, Chairman

February 13, 1959 — Annual Winter Workshop, Eastern Region, CUPA, New York University — William G. Thaler, Chairman

April 19-21, 1959 — Southern Regional Conference, Brown Hotel, Louisville, Kentucky, (Meeting in conjunction with meetings of SACUBO)

January 28-29, 1960 — Mid-West Regional Conference, Conrad Hilton Hotel, Chicago — George F. McGregor, Lee J. Votava, Chairmen

February 4-5, 1960 — Annual Winter Workshop, Eastern Region, CUPA, Vassar College — Mrs. Jean J. McLaughlin, Chairman

March 24-25, 1960 — Western Regional Meeting, Rickey's Studio Inn, Palo Alto — Joseph C. Scroggs, Chairman

April 6, 1960 — Southern Regional Conference, Tulane University, (Meeting in conjunction with meeting of SACUBO in Biloxi) Robert J. Stone, Meredith Trotter, Cahirmen

## PRESIDENTS OF THE ASSOCIATION

| | | |
|---|---|---|
| Donald E. Dickason | University of Illinois | 1947 - 1949 |
| George W. Armstrong | University of Pennsylvania | 1949 - 1950 |
| Boynton S. Kaiser | University of California | 1950 - 1951 |
| Burt W. Ames | University of Florida | 1951 - 1952 |
| Hedwin C. Anderson | University of Minnesota | 1952 - 1953 |
| Max M. Sappenfield | Southern Illinois University | 1953 - 1954 |
| Leonard H. Glander | Michigan State College | 1954 - 1955 |
| Arlyn C. Marks | State University of Iowa | 1955 - 1956 |
| James N. Ewart | California Institute of Technology | 1956 - 1957 |
| Diedrich K. Willers | Cornell University | 1957 - 1958 |
| Paul A Hartley | University of Miami | 1958 - 1959 |
| Orie E. Myers, Jr. | Emory University | 1959 - 1960 |

## ASSOCIATION VICE PRESIDENTS

| | | | |
|---|---|---|---|
| 1947 - 1948 | Max M. Sappenfield | 1953 - 1954 | Frank F. Morris |
| 1948 - 1949 | George W. Armstrong | | Frank A. Ives |
| | Boynton S. Kaiser | | Orie E. Myers, Jr. |
| | Hedwin C. Anderson | 1954 - 1955 | Frank A. Ives |
| 1949 - 1950 | Charles T. Clark | | Diedrich K. Willers |
| | Boynton S. Kaiser | | Charles Hoff |
| | Max M. Sappenfield | 1955 - 1956 | W. L. Pedersen |
| 1950 - 1951 | Burt W. Ames | | Walter Cooper |
| | Hedwin C. Anderson | | Kathryn G. Hansen |
| | Max M. Sappenfield | 1956 - 1957 | Paul A Hartley |
| 1951 - 1952 | James N. Ewart | | John D. Shingleton |
| | Leonard H. Glander | 1957 - 1958 | Theodore J. Woloson |
| | Fred C. Ford | | John D. Shingleton |
| 1952 - 1953 | James N. Ewart | 1958 - 1959 | William D. Poore |
| | Leonard H. Glander | | Joseph F. O'Brien |
| | Jack N. Ray | 1959 - 1960 | Reginald D. Root |
| | | | William D. Poore |

## ASSOCIATION SECRETARY-TREASURERS

| | |
|---|---|
| 1948 - 1949 | Marion Darr |
| 1949 - 1951 | Ruth E. Harris |
| 1951 - 1952 | Fred H. Doderer |
| 1952 - 1954 | Mrs. Clara A. Stimson |
| 1954 - 1955 | M. S. Hendrickson |
| 1955 - 1956 | Elwood C. Clark |
| 1956 - 1959 | Shelton F. King |
| 1959 - 1960 | Edward A. Jackson |

APPENDIX

## ASSOCIATION DIRECTORS

| | |
|---|---|
| 1948 - 1949 | Frank A. Ives |
| | Clayton Peterson |
| | James N. Ewart |
| 1949 - 1950 | James N. Ewart |
| | Donald E. Dickason |
| | Robert C. Gullion |
| 1950 - 1951 | James N. Ewart |
| | Robert C. Gullion |
| | Arlyn C. Marks |
| | George W Armstrong |
| 1951 - 1952 | Arlyn C. Marks |
| | Ray T. Fortunato |
| | Boynton S. Kaiser |
| | Mrs. Mary D. Weiss |
| 1952 - 1953 | Arlyn C. Marks |
| | Mrs. Mary D. Weiss |
| | Fred C. Ford |
| | Burt W. Ames |
| 1953 - 1954 | Mrs. Mary D. Weiss |
| | Fred C. Ford |
| | Edgar P. Swanson |
| | Hedwin C. Anderson |
| 1954 - 1955 | Edgar P. Swanson |
| | Fred C. Ford |
| | Mildred L. Foreman |
| | Max M. Sappenfield |
| 1955 - 1956 | Edgar P. Swanson |
| | Mildred L. Foreman |
| | Charles T. Clark |
| | Leonard H. Glander |
| 1956 - 1957 | Charles T. Clark |
| | Mildred H. Foreman |
| | Jack N. Ray |
| 1957 - 1958 | Charles T. Clark |
| | Jack N. Ray |
| | George W. Fogg |
| 1958 - 1959 | Jack N. Ray |
| | George W. Fogg |
| | Dorothy E. Everett |
| 1959 - 1960 | George W. Fogg |
| | Dorothy E. Everett |
| | Paul J. Jenkins |

## ASSOCIATION EXECUTIVE SECRETARY

1952 - date Donald E. Dickason

## ASSOCIATION EDITORS

| | | |
|---|---|---|
| "CUPA News" | Max M. Sappenfield | 1949 - 1952 |
| "CUPA News" | Leonard H. Glander | 1952 - 1953 |
| "CUPA News" | Frank A. Ives | 1953 - 1955 |
| CUPA JOURNAL | Kathryn G. Hansen | 1955 - 1958 |
| THE JOURNAL of the College and University Personnel Association | Kathryn G. Hansen | 1958 - date |
| "CUPA Newsletter" | Kathryn G. Hansen | 1957 - date |